

ACTUAL PROBLEMS OF ENTERPRISE MANAGEMENT

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Key words: enterprise management, key indicators, domestic enterprise

The modern system of views on enterprise management (the new management paradigm) was formed under the influence of objective changes in world social development. Although changes have always been made with acceleration, they have been so accelerated lately that the wrong reaction to them can be too expensive or even lead to a crisis. Another feature of accelerated changes is that the complexity of problems which are faced by businesses is increasing with them.

The more complex these problems are, the more time is required to find solutions, and when they are found, they become ineffective in solving already changed or new problems. At the same time, there were significant changes and theoretical ideas about the nature of the enterprise and change management.

In the first half of 20th century, enterprise as an industrial organization, generated by the "era of machines", was also considered as a machine, whose main function was the economic maintenance, i.e. the creation of profits. At that time, the system of views on and management of the enterprise was reduced to the following basic provisions:

- 1) the enterprise is a closed system, characterized by a certain stability of goals, objectives and conditions of activity;
- 2) the main success factor is the increase in the scale of production;
- 3) the main factors of production are capital and productive labor of workers;
- 4) the basis of the management system is the control by managers of all activities, rational organization of production, ensuring discipline, order and efficient use of resources [1].

The content of economic management of the enterprise can be defined as a system complex of development of cost-effective management decisions, which is based on the laws and rules of mutual agreement of key parameters of the economy of the enterprise. Among the complex of basic economic tasks of modern enterprises are the following:

- identification of the influence of internal qualitative and quantitative interrelations of key economic parameters of the enterprise activity on ensuring its break-even, profitability and self-financing of development;
- diagnosis of the external environment of the enterprise and business relations, determination of its competitive status and substantiation of proposals to strengthen market positions; systematic analysis of the economic activity and financial condition of the enterprise; identifying and quantifying the reserves for improving resource efficiency;

- justification of the balance of output by nomenclature items and the range of products, taking into account the resource constraints and targets;
- substantiation of conditions of production release, optimization of its quality; choice of economically rational technology, as well as specialization and cooperation of production (business relations of outsourcing, franchising, leasing, etc.);
- substantiation of the level of prices for enterprise products and pricing methods;
- justification of the appropriate ratio of fixed and variable costs in the cost of each nomenclature product position, its volume of output and the prices at which break-even and profitability are achieved;
- substantiation of efficiency of investment projects and business plans of the enterprise;
- feasibility study and development of strategic and current plans and budgets of the enterprise, analysis and control of their implementation [2].

An effective management system assumes the correct setting of goals, objectives and timeliness of their achievement. Targeted business processes are driven by clear and effective performance measures that must be mutually consistent and balanced. This is the link between the company's strategy, operational goals and budget, as well as monitoring the implementation of planned actions and evaluating the results.

The formation of a system of key indicators as indicators of the economic state of the enterprise is based on certain theoretical constructs, which, on the one hand, reflect the achievements of economic theory in explaining the nature of the enterprise, and on the other zonal economy [3].

Nowadays, domestic enterprises, in contrast to the recent past, arbitrarily choose systems of key indicators, using the heritage of foreign and domestic experience. The lack of available methodological support for this process often leads to systemic imbalance and disruption of the systemic integrity of enterprises. In view of this circumstance, the solution of the problem of formation of a system of indicators for management by goals requires special attention of national science and practice.

Often businesses do not have clear priorities in their operations. They try to do everything at once, forgetting about the particularities of the economic mechanism in the main, or they have a clear idea of priorities at the conceptual level, but they cannot reflect it in the indicators.

The key to solving the bulk of the problems that most domestic enterprises face today is in the development of a unified methodology and a unified system of indicators for the economic condition of the enterprise, as well as in the correct prioritization, which implies the identification of the most significant problems and their priority solution.

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